



Frederick County Office for Children and Families’ Policies and Procedures Manual

**Frederick County Office for Children and Families
Home of the Frederick County Local Management Board
520 N. Market Street
Frederick, MD 21701
(301) 631-3533
<http://www.co.frederick.md.us/OCF/>**

Final Approval by the Local Management Board: March 23, 2006

Final Approval by the Board of County Commissioners: April 17, 2006

Date to Resubmit Policies and Procedures to GOC: April 2009

TABLE OF CONTENTS

I. Frederick County Local Management Board Operating Guidelines

- Section 1. Declaration of Policy
- Section 2. Membership
- Section 3. Officers
- Section 4. Meetings, Voting
- Section 5. Subcommittees
- Section 6. Conflicts of Interest
- Section 7. LMB Staff
- Section 8. Parliamentary Authority
- Section 9. LMB Performance Evaluation
- Section 10. Unethical Practices or Improper Acts
- Section 11. Grievance Procedures
- Section 12. Non-Discrimination

II. Office for Children and Families' Functions

- A. Local Governance
- B. Administration - Services
- C. Oversight - Services
- D. Fiscal Management
- E. Planning
- F. Public Awareness

III. State of Maryland Eight Child Well-Being Results

IV. Programs/Services Administered or Funded by the LMB

V. Roles and Responsibilities of Subcommittees

- A. Data Collaborative
- B. Advocacy/Public Relations
- C. Nominating/Membership
- D. Resource Development
- E. Local Coordinating Council
- F. Child Advocacy Center Executive Board
- G. Interagency Early Childhood Committee
- H. Juvenile Delinquency Prevention Policy Board

VI. References

I. Frederick County Local Management Board Operating Guidelines

Section 1. DECLARATION OF POLICY

The Board of County Commissioners of Frederick County hereby finds and declares that:

- A. WHEREAS, the mission of the Frederick County Local Management Board (LMB) is to Partner with the Community to Facilitate an Interagency System Which Results in an Environment Where Children and Families Can Thrive, Are Safe, Healthy and Responsible Citizens;
- B. WHEREAS, the Governor's Executive Order or its successor designates a Local Management Board (LMB) (hereinafter ("LMB")) to create a results-based interagency service delivery system for children, youth and families;
- C. WHEREAS, by a majority vote on May 16, 1998, the Board of County Commissioners of Frederick County designated the Local Management Board (the "LMB") of Frederick County as a unit of the local government for the purposes of implementation of the policies of the State of Maryland and the Board of County Commissioners as set forth in Article 49D, §2, of the Annotated Code of Maryland.
- D. WHEREAS, the purpose of the Frederick County LMB is to serve as an Advisory Board in the management and oversight of the implementation of the Frederick County Office for Children and Families and the creation of the results-based interagency service delivery system for children, youth and families;
- E. WHEREAS, the LMB is committed to working with community stakeholders in a spirit of cooperation to implement its goals and objectives as set forth in the Expanded Community Partnership Agreement between the Board of County Commissioners, the LMB and the State of Maryland.
- F. WHEREAS, the LMB will operate according to the Local Management Board Policies and Procedures Manual issued by the Children's Cabinet and the Frederick County Office for Children and Families Policies and Procedures Manual. Frederick County Office for Children and Families' Policies and Procedures Manual will be reviewed by both LMB staff and LMB members on a three year cycle.
- G. WHEREAS, the LMB was established by Resolution of the Board of County Commissioners of Frederick County on September 15, 2005.
- H. WHEREAS, the Frederick County Office for Children and Families was certified on November 14, 2005 by the Governor's Office for Children as a Local Management Board as defined by, and required in Executive Order 01.01.2005.34.

Section 2. MEMBERSHIP

- A. The LMB shall consist of at least twenty (20) members appointed by the Board of County Commissioners. The LMB shall provide recommended nominees to the Board of County Commissioners from whom appointees may be selected or the County Commissioners may nominate their own appointees.

(1) The membership of the LMB shall be composed of 11 (eleven) representatives from the public sector, or no less than 51% and 9 (nine) representatives from the private sector. The following are mandated agencies which must be given a seat on the LMB:

1. Frederick County Public Schools *
 2. Frederick County Health Department*
 3. Department of Social Services *
 4. Frederick County Citizen Services **
 5. Department of Juvenile Services*
 6. Developmental Disabilities Administration *
 7. Frederick County Board of County Commissioners Liaison**
 8. Frederick County Finance Department **
 9. Frederick County Head Start **
 10. Mental Health Management Agency of Frederick County, Inc.*
 11. Community Agency School Services (CASS)**
- *Agencies mandated by State
**Agencies mandated by vote of the Frederick County LMB

(2) The remaining appointees shall consist of at least five representatives from the following groups:

1. Residential Facility
2. Community Agencies
3. Parents/Consumers
4. Clergy
5. Business
6. Professional Services

(3) Representatives, who are directors of mandated agencies, may appoint an employee of the agency to act on their behalf, so long as that agent is given authority to make decisions on behalf of the director.

(4) The non-mandated members shall be required to be residents of Frederick County and registered voters.

(5) Each member of the LMB shall be appointed to a term of three (3) years. Each member of the LMB shall be eligible to serve two (2) consecutive terms. The terms of voting members of the LMB shall be staggered. Those members desiring to serve another term shall advise the Chairperson of the LMB of their intentions. **This subsection shall not apply to the mandated agencies.**

- a. Persons interested in serving on the LMB shall submit their intentions to the LMB's Nominating/Membership Subcommittee Chairperson in writing.
- b. The LMB Nominating/Membership Subcommittee shall review all candidates for selection and report to the full LMB prior to making recommendations to the LMB Chairperson for final submission to the Board of County Commissioners.
- c. Any vacancy in the LMB may be filled in the same manner in which the original appointment was made. The person appointed to fill the vacancy shall serve the balance of the unexpired term.
- d. Each member of the LMB shall serve without compensation.
- e. Any member may resign at any time by giving written notice of such resignation to the Chairperson of the LMB.
- f. The Board of County Commissioners may remove a member at any time.

Section 3. OFFICERS

Officers of the LMB shall be a Chair and a Vice Chair whom shall be elected from among the LMB membership on an annual basis. The terms of officers shall be two (2) years or until a successor shall be elected and qualified. The duties and eligibility of officers are set forth in the Frederick County Office for Children and Families (OCF) Policies and Procedures Manual.

Section 4. QUORUM

A majority of the total number of members shall constitute a quorum for the transaction of business. When a quorum is once present to organize the meeting, a majority of members shall be present for the remainder of the meeting.

Section 5. PERSONNEL

- A. The Director of Citizens Services, with the assistance of the LMB Recruitment Committee, shall develop a job description for the position of Director OCF (LMB Director).
- B. The Frederick County Department of Human Resources shall recruit and advertise for the position of Director OCF and screen all applicants based in the job description for the position.
- C. The Director of Citizens Services, with the assistance of the LMB Recruitment Committee shall interview and hire the Director OCF.
- D. The LMB, through the LMB Chair, shall provide written input to assist the Director of Citizens Services in completing the annual performance evaluation of the Director OCF required by the Frederick County Personnel Rules.
- E. The Director OCF shall hire all other staff as deemed necessary through the Frederick County Government Human Resources System and administrative services (e.g. office space, communications systems) will be provided through the Frederick County Citizens Services Division.

Section 6. DUTIES AND RESPONSIBILITIES

A. Among its powers and duties, the LMB may:

- (1) Develop plans for a results-based interagency service delivery system for children, youth and families;
- (2) Identify barriers to the development of the system and access to interagency services and create plans to overcome those barriers;
- (3) Provide for community involvement in service delivery, including involvement in the planning process and provision of financial and in-kind resources for services;
- (4) Negotiate contracts for the provision of and all programs funded through LMB via Local, State, Federal or other funds;
- (5) Develop measures for specific outcomes for programs managed by LMB;
- (6) Promote training for all involved parties, including LMB members, agency staff and the community to assure an understanding of the goals of the interagency service delivery system;
- (7) Develop criteria to monitor and evaluate the implementation and quality of the interagency service delivery system;
- (8) Administer Federal, State, and County funding for the system and seek alternative sources of funding;
- (9) Recommend changes to the budget, mandate or mission of the system;
- (10) Receive and evaluate information from the public agencies represented on the LMB regarding service statistics, revenues, expenses and operating costs as they relate to children, youth and families;
- (11) Develop an integrated data collection capacity to evaluate the efficacy of interagency service delivery and provide for data collection;
- (12) Cooperate with the Governor's Office for Children or successor State agency;
- (13) Establish subcommittees, community based advisory committees or focus groups comprised of members and non-members for the purpose of enlisting expertise, ensuring public input and fostering collaboration.
- (14) Foster partnerships between the public and private sectors in furtherance of the LMB's duties and responsibilities.
- (15) Adopt the Frederick County Office for Children and Families Policies and Procedures Manual for its governance and conduct of business, and
- (16) Perform any other duties as may from time to time be assigned by the County Commissioners.

B. The LMB is a planning entity and not a provider of individual direct services. The LMB shall be engaged in identifying the needs of Frederick County residents and disseminating that information to policy

makers and the general public in order to promote improvements in the interagency service delivery system for children, youth and families.

Section 7. SCOPE OF LMB AUTHORITY

The LMB may cooperate with the federal government, the State of Maryland, a county or counties, any municipality, or any other governmental agency, individual, corporation, not-for-profit organization or citizen group in fulfilling its duties and responsibilities under this chapter.

Section 8. ANNUAL REPORT

The LMB shall produce an Annual Report regarding performance and provide the report to the Director of Citizen Services and to the Board of County Commissioners.

Section 9. MEETINGS, VOTING

- A. Regular meetings shall be held the fourth Thursday of each month at a time and place to be determined by the Chairperson. Notice of the meetings shall be published in the local newspapers and open to the public. Those wishing to attend are requested to call the chairperson prior to the scheduled meeting to confirm time and location.
- B. Special meetings of the LMB may be called by the Chairperson and such call shall be issued whenever requested in writing by any two members.
- C. Written notice of all meetings shall be given by mail, facsimile, and/or e-mail. Notice shall be given at least seven (7) days in advance of all regular meetings.
- D. A majority of the total number of members shall constitute a quorum for the transaction of business. When a quorum is once present to organize the meeting, a majority of members shall be present for the remainder of the meeting.
- E. If less than a quorum is present for any duly noticed meeting, a majority of the members present may adjourn the meeting until such time as a quorum may be had.
- F. Each agency is entitled to one vote. Unless specified otherwise, all votes shall be by simple majority.
- G. Any one or more members of the LMB may participate in a meeting by means of a conference telephone or similar communications equipment allowing all persons participating in the meeting to hear each other at the same time. Participation by such means shall constitute presence in person at a meeting.
- H. The LMB, by a majority vote, may designate any issues to be voted on by written ballot which shall be sent, after discussion of the issue at one meeting, to each member. The results of the vote shall be recorded in the minutes at the next meeting.
- I. The LMB shall keep minutes of its meetings and a full and fair account of its transactions. The LMB shall submit an annual report to the Board of County Commissioners.

Section 10. SUBCOMMITTEES

- A. The LMB shall have an Executive Committee. The Chairperson of the LMB shall serve as the Chairperson of the Executive Committee. The members of the Executive Committee shall consist of the Chairperson of the LMB, the Vice-Chairperson of the LMB, the Chairpersons of the LMB Subcommittees. It shall be the duty of the Executive Committee to handle emergency matters and other such matters as may be assigned from time to time.
- B. The LMB may create standing and ad hoc subcommittees as deemed necessary. Each subcommittee shall include at least one government and one non-government representative. Subcommittees shall provide written/verbal reports to the LMB at regular meetings for inclusion in the minutes. Subcommittees shall include, but not be limited to, the following:
1. Data Collaborative
 2. Local Coordinating Council
 3. Nominating and Membership
 4. Advocacy/Public Relations
 5. Child Advocacy Center Advisory Board
 6. Interagency Early Childhood Committee
 7. Juvenile Delinquency Prevention Policy Board
 8. Resource Development
- C. The LMB shall encourage and make every effort to recruit community participation on subcommittees. Persons who are not members of the LMB are allowed to serve on subcommittees.
- D. Subcommittee/Ad Hoc Committee Membership
1. The Chairperson of the Subcommittee and/or Ad Hoc Committee must be an LMB member. A LMB staff person can be the liaison.
 2. Each member of the Subcommittee and/or Ad Hoc Committee shall be appointed by the Chairperson of that Subcommittee.
 3. A member may resign at any time by giving written notice to the Chairperson of the LMB.
 4. A member may be removed at any time by a majority vote of the LMB.
 5. The Chairperson of the Subcommittee shall keep a current list of members.
 6. Only designated Subcommittee members will be allowed to cast a vote. The Chairperson may not vote.
 7. A Subcommittee member may designate someone to vote in their absence. This must be noted in the minutes.
- E. Subcommittee/Ad Hoc Committees Conflicts of Interest
1. Members of the Subcommittees and/or Ad Hoc Committees are expected to act objectively and without being or appearing to be motivated by private gain with respect to any action upon a matter before the Subcommittee and/or Ad Hoc Committee. It is the responsibility of each Subcommittee and/or Ad Hoc Committee member to declare his/her interest in a matter before the Subcommittee and/or Ad Hoc Committee.
 2. A conflict of interest is defined as:
 - a. Solicitation or acceptance of gratuities, favors, services or anything of monetary value.
 - b. Participation in the selection or award of a procurement or subgrant/grant for services where, to the member's knowledge, any of the following has a financial or other substantive interest in any organization, which may be considered for an award:
 1. The Subcommittee member;
 2. Any member of the Subcommittee members' family;

3. A business partner of the Subcommittee member; or
4. Any person or organization which employs any of the above or with whom any of the above has prospective employment.
- c. Casting a vote on the provision of services to be provided by the Subcommittee member or any organization that the Subcommittee member directly represents.
- d. Voting on any matter which would provide direct financial benefit to the Subcommittee member.
3. Prior to discussion of any matter over which the Subcommittee or any of its Subcommittees has a review or on which it will take a vote, the following procedures will be followed:
 - a. The member shall declare his/her interest in the matter.
 - b. Any person at a meeting may raise a possible conflict of interest of any member and provide reasons for the claim. The Subcommittee shall decide by a majority vote whether or not the claim raised constitutes a conflict of interest.
 - c. After an interest has been disclosed or raised and substantiated, the member shall not vote on the matter.
4. Members with actual or perceived conflict of interest shall be prohibited from serving on any procurement, grant, or financial committees pertaining to the matter where the actual or perceived conflicts exist.

F. Roles/Responsibilities of Subcommittees

1. See Section V.

Section 11. CONFLICTS OF INTEREST

- A. Members of the LMB are expected to act objectively without being or appearing to be motivated by private gain with respect to any action upon a matter before the LMB. It is the responsibility of every LMB member to declare his/her interest in a matter before the LMB.
- B. A conflict of interest is defined as:
 1. Solicitation or acceptance of gratitude, favors, services or anything of monetary value.
 2. Participation in the selection or award of a procurement or subgrant/grant for services where, to the members knowledge, any of the following has a financial or other substantive interest in any organization which may be considered for an award:
 - a. The LMB member;
 - b. Any member of the LMB member's family;
 - c. A business partner of the LMB member; or
 - d. Any person or organization which employs any of the above or with whom any of the above has prospective employment.
 3. Casting a vote on the provision of services to be provided by the LMB member or any organization that the LMB member directly represents.
 4. Voting on any matter which would provide direct financial benefit to the LMB member.
- C. Prior to discussion of any matter over which the LMB or any of its Subcommittees has a review or on which it will take a vote, the following procedures will be followed:
 1. The member shall declare his/her interest in the matter.
 2. Any person present at a meeting may raise a possible conflict of interest of any member and provide reasons for the claim. The LMB shall decide by a majority vote whether or not the claim raised constitutes a conflict of interest.
 3. After an interest has been disclosed or raised and substantiated, the member shall not vote on the matter.

- D. Members with actual or perceived conflicts of interest shall be prohibited from serving on any procurement, grant, financial committees pertaining to the matter where the actual or perceived conflict exists.
- E. Each LMB member shall sign a Conflict of Interest disclosure on an annual basis or as needed.

Section 12. PARLIAMENTARY AUTHORITY

Robert's Rules of Order (Revised) shall govern all meetings of the LMB and any of the Subcommittee meetings thereof in all cases to which they are applicable and to which they are not inconsistent with these Guidelines.

Section 13. LMB PERFORMANCE EVALUATION

- A. The LMB shall be committed to continuous improvement.
- B. The LMB shall develop goals and standards of performance for the LMB.
- C. The LMB shall recommend to the Director of Citizen Services goals and performance standards for the LMB Director.
- D. The LMB shall conduct an evaluation of its performance annually by such means as consumer satisfaction survey, self-testing, peer review, etc. and provide a report to the Board of County Commissioners.
- E. The LMB shall produce an Annual Report regarding the performance of the Expanded Community Partnership Agreement and provide the report to the Director of Citizen Services and to the Board of County Commissioners.

Section 14. UNETHICAL PRACTICES OR IMPROPER ACTS

- A. If LMB staff and/or LMB Members suspects a grantee/subgrantee or any of its officers, partners, principals, or agents, or if any employee of Subgrantee/Grantee acting with Subgrantee's/Grantee's acquiescence improper practices in connection with the procurement of a LMB grant or the services or any payment under it, the LMB's Executive Committee will be informed by OCF's Director. The Executive Committee will make the determination to notify Subgrantee's Board of Directors or other appropriate authority. The rights and remedies set forth herein shall be in addition to, and the exercise thereof shall in no way be considered or construed a waiver of, any other rights or remedies granted or available to the BOCC.
- B. If Subgrantee/Grantee, or any of its officers, partners, principals, or agents, or if any employee of Subgrantee/Grantee acting with Subgrantees/Grantees acquiescence, is convicted of a crime arising out of or in connection with the procurement of a Local Management Board grant or the services or any payment under it, the grant may be terminated at the option of the BOCC. In the event of a conviction occurring after the expiration or termination of this grant, Subgrantee/Grantee shall be liable for the refund of all fees or profit paid under the Subgrant/Grant. The rights and remedies set forth herein shall be in addition to, and the exercise thereof shall in no way be considered or construed a waiver of, any other rights or remedies granted or available to the BOCC.

Section 15. GRIEVANCE PROCEDURES

All Frederick County LMB and LMB Subcommittee members as well as program participants are made aware of and have access to grievance procedures. A copy of the grievance procedure is included in the LMB Member Orientation Package. Please refer to Section II, Section 90 - LMB Policies and Procedures Manual.

A. Complaints

This policy statement establishes a grievance and hearing procedure. Upon membership or enrollment, all members or participants will be provided a copy of this procedure along with instructions on how to file. This procedure may be used to provide resolution of grievances arising from action taken by the LMB, its Subcommittees, or its contracted services. All formal complaints shall be in writing and except for those involving fraud or criminal activity, must be filed within 30 days of the occurrence. The confidentiality of all matters investigated will be maintained, consistent with a fair determination of the issues.

The policy of the Frederick County LMB concerning all complaints, which arise involving any member or participant, is that every attempt should be made to resolve the complaints informally between parties involved. The Director of the Frederick County Office for Children and Families will informally attempt to resolve the complaint. Should the complaint remain unresolved after an informal attempt, a written complaint should be filed with the Director of the Frederick County Office for Children and Families, 520 N. Market Street, Frederick, Maryland 21701. This formal complaint shall include the following:

1. The name, address, and telephone number of the complaining party;
2. The name, address, and telephone number of the party against whom the complaint is made;
3. The location of the event upon which the complaint is based;
4. The date the event took place;
5. A brief, concise statement of the alleged act;
6. A list of witnesses to the alleged act including address and telephone number(s);
7. A statement certifying the complaint and charges therein are true to the best of the knowledge of the complaining party; and
8. The signature of the complaining party.

The complainant has 15 calendar days from the date of the formal, written complaint to determine their satisfaction.

If the complaining party remains dissatisfied after attempting formal resolution with the LMB Director, a written complaint should be made to the Chairperson of the LMB. The complainant has 15 calendar days from the date of the formal complaint to the Chairperson to determine their satisfaction.

If the complaining party remains dissatisfied after attempting a formal resolution with the LMB Chairperson, a written request should be made to the LMB Chairperson to call a meeting of the LMB Grievance Committee (LMB Executive Committee).

The Chairperson of the LMB will have 15 calendar days to call a meeting of the LMB Grievance Committee and will invite the complainant so that he/she can present his/her case. This Committee will make the final decision as to the resolution of the complaint. Please refer to Section II, Section 90 - LMB Policies and Procedures Manual. A copy of the LMB Policies and Procedures Manual may be reviewed at the Frederick County Office for Children and Families at the above address.

Section 16: NON-DISCRIMINATION

The LMB does not discriminate on the grounds of race, color, religion, sex, national origin, age, disability, political affiliation, or belief.

II. Office For Children and Families' Functions

A. Local Governance

1. The Frederick County BOCC, Frederick County LMB and the State of Maryland have entered into a Five Year Expanded Community Partnership Agreement to create a results based interagency children and family service delivery system. The Frederick County LMB has been designated to operationalize this Expanded Community Partnership Agreement.
2. Criminal Background Checks - The LMB will comply with Family Law Article 5-561 of the Maryland Annotated Code and the Frederick County Personnel Policies in regard to criminal background checks.
3. Service Records - Service records must be either retained by the LMB or returned to and retained by the lead agency that referred the child to the LMB, upon completion of the LMB services. Length of time that records must be retained is determined by the State and/or local regulatory requirements of the lead agency responsible for the child. The LMB will retain the administrative records for the Local Coordinating Council.
4. Out-of-Home Placements - LMB will document the license, certification, or approval of out-of-home placements made through LMB's contracted services.
5. Reports, Data, Studies, or Other Materials - Any reports, data, studies or other materials developed as a result of funding via the LMB's state funded services are owned by the State of Maryland.
6. Laws, Regulations, and Policies - The LMB must comply with all applicable Federal, State, and Subdivision laws, regulations, and policies, including regulations or written guidelines adopted by the Subcabinet. These include but are not limited to:
 - a. Frederick County Sexual Harassment Policies
 - b. Frederick County Software, Internet, E-mail, and Telephone Policies
 - c. The Federal Executive Order regarding Limited English
 - d. The State Information Privacy Bill (Senate Bill 199)
 - e. The Public Information Act
 - f. The Frederick County Personnel Rules
 - g. The Frederick County Drug Testing Policy
 - h. The Frederick County Purchasing Rules and Regulations
 - i. The State of Maryland LMB Manual
7. Resource Procurement Procedures
 - a. OCF provides resources to plan, coordinate, implement and manage a local results-based interagency service delivery system for children, youth and families.
 - b. OCF is responsible for the negotiation of subgrants and grants in accordance with Frederick County procurement procedures.
 - OCF provides technical assistance to plan, coordinate, implement and manage a local results-based interagency service delivery system for children, youth and families.
 - A "Subgrant" will be negotiated with service providers who are identified in the original grant application.
 - A "Grant" will be negotiated with service providers who compete for funds through the Frederick County "Request for Proposal" process.

- All work performed under any grant through the Frederick County Office for Children and Families will be performed entirely at the grantee's risk, and the grantee assumes all responsibility for the actions of its employees and agents for the condition of premises, equipment, supplies, and tools used in performing under the grant. Grantee agrees to indemnify and hold harmless the County, its officers, employees, agents, and volunteers, from any and all claims, causes of action, suits, liabilities, damages, losses, costs and expenses, including attorneys fees, howsoever arising out of or incurred under the grant.

8. LMB Operating Guidelines (see above) - The LMB will forward updated Policies and Procedures Manual to the Governor's Office for Children (GOC) every three years.

B. Administration - Services

1. Letters of Support Policy
 - a. OCF's Director has executive discretion in writing letters of support on behalf of the LMB when the request is simply for concept advocacy. However, if the letter of support is requesting \$10,000 or more, which is under the purview of the LMB, then the letter of support must be approved by a majority of votes by the LMB.
 - b. If the time frame of the deadline for the letter of support occurs after the regularly scheduled LMB meeting the vote will be taken at that regular meeting. However, if the deadline for the letter of support occurs prior to the next regularly scheduled LMB meeting a phone, fax, or email poll will be taken to determine approval or denial of a letter of support.
 - c. All letters of support will be determined for approval or denial within eight weeks or less after receipt of the request.
2. Consultants
 - a. LMB staff will determine appropriate status of an individual as an independent contractor or consultant.
 - b. Prohibition of Dual Status - Officers, employees, and members of the Board of Directors of the LMB/subgrantee(s)/grantee(s) cannot be paid consultants to that organization, its member agencies, or its subgrants/grants and subgrantees/grantees.
 1. The Frederick County LMB Guidelines clarify that the LMB Members are unpaid for their duty on the LMB.
3. OCF can provide technical assistance in the following ways:
 - a. Conduct a needs assessment and develop a strategic plan utilizing data-driven decision making.
 - b. Provide policy guidance.
 - c. Provide Technical Assistance especially related to interagency service management, research and quality assurance
 - d. Relieve vendors of some administrative burdens such as contract management and evaluation so they may fully concentrate on service delivery.
 - e. Assist with management information system and data collection
 - f. Serve as fiscal agent, conduct resource development, and provide training on interagency budget management.
 - g. Work with vendors to reduce duplication of services.
 - h. Assist vendors to command public and legislative attention and support.
 - i. Mediate interagency disputes.

C. Oversight - Services

1. OCF will monitor and evaluate all Subgrantees and Grantees in accordance with the following requirements:
 - a. OCF will follow all requirements per the grant agreement and grant guidelines from the funder including any federal and/or state regulations that apply.
 - b. Detail compliance requirements in the subgrant or grant including Federal and State laws, regulations, and program requirements that apply to the grant.
 - c. Subgrantee or grantee will complete fiscal and program reports on an appropriate time line (monthly, quarterly or yearly). The reports should include an authorized signature of a representative of the Subgrantee's or Grantee's organization.
 - d. OCF will review the reports for accuracy, completeness, and reasonableness. Ensure that all costs are allowable per the grant agreement and are allocable to the grant project. Ensure that program goals are being achieved.
 - e. Conduct site visits and desk reviews as appropriate and in accordance with the LMB Compliance Protocol. Frederick County Finance and Accounting staff may accompany OCF to the site visit if necessary to assist with fiscal monitoring.
 - f. The Compliance Protocols govern timelines and activities of the monitoring process. **(see attachment)**
 - g. Subgrantee or Grantee will maintain acceptable documentation of the work performed and the costs incurred with respect to the project (including documentation of match and/or in-kind). The Subgrantee or Grantee should be able to support their fiscal reports with system generated reports, invoices, or other documentation upon request.
 - h. Access to key staff in the Subgrantee's or Grantee's organization both programmatically and fiscally is required.
 - i. Funds will be dispersed upon receipt, review and approval of written programmatic and fiscal reports.
 - j. Forward to County Grants Office copies of all correspondence regarding potential issues/problems with the Subgrantee or Grantee.
 - k. Subgrantee or Grantee may be required to submit more frequent reports and/or have more frequent site visits if a Subgrantee or Grantee is considered high risk due to past or present noncompliance issues.
2. OCF will monitor and evaluate all subgrants and grants in accordance with the Policy and Procedures Manual issued by the Subcabinet for Children, Youth, and Families, June 2000; or any updates hereafter.
3. The Data Collaborative Subcommittee will review the Frederick County Five Year Strategic Plan for Children, Youth and Families on a yearly basis to assess progress toward goals and report findings to the LMB.
4. OCF shall submit monthly, quarterly, or annual program and fiscal reports as required by the Expanded Community Partnership or other agreements with the funding source.
5. LMB shall establish and shall maintain baseline data for each of the eight Maryland State Results for Child Well-Being.
6. Management Information System Policy - OCF uses Interagency Information Technologies (IIT) policies for computer equipment and usage

(i.e. IIT's Wide Area Network Use Policy)

7. OCF manages its operations using the Results-Based Accountability framework.

D. Fiscal Management

1. General Requirements
 - a. Funding Period - Shall be the County's Fiscal Year - July 1 through June 30 or as stated in the Sub grantee/Grantee Agreement. In the case of multi-year agreements, budgets must be approved annually and are subject to annual appropriations.
 - b. Financial Records - Must be maintained for five years after Sub grantee/Grantee Agreement reconciliation or from date of resolution of audit findings by the Frederick County Office for Children and Families (OCF) ~~is completed~~, whichever is later. Sub grantees/Grantees will be monitored for compliance that revenue associated with the sale of State property was used to offset program costs.
 - c. Payment Rate - The rate paid for residential and/or educational services cannot be greater than the State rate for a facility for which the State sets a rate.
 - d. Independent Audit of Funds - The LMB will acquire and review a copy of the Sub grantees/Grantees audit. For any Sub grantee/Grantee who receives in excess of \$300,000 in Sub cabinet funds, the audit must include a separate schedule of Sub cabinet funds and expenditures. The audit should be submitted to the Frederick County Office for Children and Families no later than April 1st following the close of the fiscal year.
 - e. For Profit Sub grantees/Grantees and Net Income - A net income, profit or contingency reserve shall not be allowed, unless specifically permitted and set forth in a sub grant/grant with a for profit organization. In any case, the amount shall be limited to a 2% profit margin.
 - f. Renovation/Remodeling and Capital Projects - No funds under a sub grant, grant, or award issued by the LMB shall be made for renovation/remodeling or capital projects unless specific written approval has been provided by the Frederick County Office for Children and Families on behalf of the LMB.
2. Funding Principles of the Award
 - a. Maximum Funding - The award figure stated in the Award is the maximum amount of funding for which LMB shall be responsible, unless amended or terminated.
 - b. Modifications - A budget modification with respect to allocation of income and expenditures may be requested, subject to LMB and Federal/State approval, if applicable.
 - c. Reduction of Awards - / A sub award may be reduced by the Frederick County Board of County Commissioners (BOCC) as a result of federal or state funding cuts incurred by the County.
 - d. Unauthorized Expenditures - Unauthorized expenditures become the responsibility of the Sub grantee/Grantee. Unauthorized expenditures include but are not limited to:
 1. All expenditures, which cause total expenditures to exceed the amount of the approved budget;
 2. All expenditures which exceed the approved budgeted amount and any allowable budget tolerances (for controlled categories or line items); and
 3. All expenditures which are contrary to federal or state regulations or to an explicit provision of the Sub grant, Grant, or Award.
 - e. Income Shortfall - Any shortfall in non-LMB budgeted income, unless recognized by the LMB, becomes the liability of the Sub grantee/Grantee.

- f. Payment Basis/Unspent Funds All sub grantees will be paid for expenditures on a reimbursement basis unless otherwise stated in the sub award letter. In the event expenses decrease after reimbursement all funds must be returned to the grantor.
3. Income Principles
 - a. Background - This Subsection establishes and/or adopts the principles by which program income is considered. The policy addresses both the OCF Award and all other income, and reviews the relationship among income types.
 - b. Income - All income resulting from, earmarked for, or allocated to the operation or proposed operation of the OCF's Sub grantee/Grantee program(s) must be identified in all budget and fiscal reporting documents.
 - c. Order of Utilization for the LMB and sub grantees - All other income related to the OCF program(s) shall be applied before the OCF funds are used for those programs. If the sub grantee is a Frederick County (MD)Government department the order of utilization is determined by the county policy unless otherwise dictated by the grantor. To the extent possible federal funds shall be maximized to allow local funds (State and County government) to be available for future expenses. OCF funds shall not be used to replace income from other resources.
 - d. Recognition - Certain income because of its nature may be recognized on a cash or modified accrual basis because to do otherwise would distort the relationship between income and its associated operations.
 - e. Income in Excess of Budget Estimate - For non-OCF income in excess of the amount budgeted the sub grantee may request approval to use the excess income by submitting a budget modification request. LMB will either approve or deny that request after review and response, if applicable, from the grantor. When non-OCF income exceeds the final approved budget (which may include one or more budget modifications), the excess income will be used to offset OCF funding, absent provision to the contrary in the Sub grantee/Grantee Grant, or Award.
 - f. Income shortfall - Any shortfall in income becomes the liability of the Sub grantee/Grantee unless recognized by OCF via an approved budget modification. Either reduction in expenditures or an increase in other income, or both may compensate for such shortfall.
 4. Budget Modification
 - a. Description - Budget Modification is a revised budget, which restates the original budget and incorporates line item changes desired by either the Sub grantee/Grantee or OCF to achieve a new budget. A budget modification does not affect the total amount of the OCF award.
 - b. Request - Budget Modification shall be completed and submitted in duplicate with original signatures by the Sub grantee/Grantee to OCF for signature during the granting period. It is recommended that the Sub grantee/Grantee discuss the need for a budget modification with OCF's Fiscal Manager before submission.
 - c. Requirement - A budget modification must be submitted to an approved body (OCF on behalf of the BOCC) for proposed changes in the following controlled categories and/or line items whenever:
 1. Funds are moved from administration to service or service to administration;
 2. Any line item which changes by 5% or more of a total grant budget.
 - d. Sub grantee/Grantee Liability - Any expenditure not in compliance with the Frederick County Office for Children and Families Policies and Procedures Manual shall become the responsibility of the sub grantee.

- e. OCF may require that the budget modification form be accompanied by one or more of the following:
 - 1. A narrative identification of all changes to the previous budget;
 - 2. A narrative describing any changes to programmatic operations.
 - f. Notification - The Budget Modification will be signed by the Sub grantee's/Grantee's Executive Director or equivalent, the LMB's Director and the LMB's Fiscal Manager. The Sub grantee/Grantee will be notified by OCF in writing whether or not the budget modification is approved within 30 days of receipt of the request. If approved, the fully executed modification with original signatures will be included.
 - g. Status - A budget modification, when signed by both parties, supersedes the original budget or any prevailing budget and becomes a part of the sub grant/grant agreement.
5. Reduction in Award
- a. Initiated by OCF: The BOCC may reduce an award with or without cause.
 - b. Initiated by Sub grantee/Grantee: Budget Modification should be completed and submitted in duplicate with original signatures by Sub grantee/Grantee to OCF for signature. The Sub grantee/Grantee will be notified by OCF in writing whether or not the request for reduction is approved within 30 days of receipt of the request. If approved, the fully executed request with original signatures will be included.
 - 1. OCF may require that one or more of the following accompany the reduction form:
 - a. Narrative identification of all changes to the previous budget;
 - b. Narrative describing any changes to programmatic operations; and/or
 - 2. In accordance with a. and b. of this subsection.
 - 3. Status - A Reduction, when signed by both parties, supersedes the original budget or any prevailing budget and becomes a part of the sub grant/grant agreement.
6. Termination
- a. The BOCC may terminate an award with or without cause.
 - b. Final Payment - In the event of termination, OCF will be responsible for the payment of final expenditures for budgeted activities pending the receipt of final reports and reclamation of assets.
 - c. Final Report - Upon termination, the Sub grantee/Grantee must submit a final report of receipts and expenditures within 45 days after the effective date of termination. If money is due OCF, a check in the full amount due should accompany the report.
 - d. Reclamation of Assets - When OCF/BOCC funds are used to purchase assets, the BOCC has the right to reclaim these assets.
 - 1. The BOCC retains the right to claim and dispose of any equipment, buildings or property which has been purchased with funds provided by the BOCC, within three years of the date of termination or non-renewal or before the asset may be considered fully depreciated, using IRS Guidelines on useful lives of assets, whichever is earlier.
 - a. In the case of buildings or real property, if the BOCC has funded, in whole or in part, the down payment, mortgage or payments, which include payment of principal or renovation or remodeling costs, the BOCC has a vested interest in the building or property. The BOCC may record this interest in the property with the local jurisdiction to assure that title will not be transferred without satisfaction of the BOCC's interest. In case of sale of any such real property or equipment, all

income shall be due the BOCC. The BOCC acts prudently and fairly to claim assets in accordance with the interest of the general public.

- e. Continuity of Service - In the event of termination by the BOCC, the LMB will make every effort to provide continuity of service.

7. Acquisition of Services by Sub grantee/Grantee

- a. Procurement - It is expected that OCF's Sub grantee/Grantees will submit written policies to OCF.
- b. Sub grants/Grants - Must be formalized in writing and set forth the specific terms (e.g., hourly rate, per diem rate, per visit, etc.), which are generally accepted standards within the field. The Sub grants/grants must specify the maximum funds available based on the specified terms, and shall ensure that only services provided are funded. Furthermore, the terms specified must be measurable and sufficiently documented to enable verification by a qualified auditor. Additionally, the Sub grantee/Grantee shall ensure that the invoices are agreed to the terms of the sub grant/grant prior to payment.

c. Monitoring - The Sub grantee/Grantee is to monitor all Subcontractors, Sub grantees, and Consultants and perform, on a sample basis, such tests as are necessary to determine compliance with the terms of the OCF Award and the terms of the Sub grantee's/Grantee's sub grant/grant.

- d. Responsibility - The Sub grantee/Grantee is responsible for the determination of the content, nature, and specifications of the services to be delivered.

8. Accounting Standards

- a. Standards - Sub grantee/Grantees will maintain records according to Generally Accepted Accounting Principles except as otherwise provided for in this Manual.
- b. Full Disclosure - Conflicts or related party. Directors, officers, trustees and others who serve a nonprofit organization should not have any personal or business interest that may conflict with their responsibilities to the organization. A "conflicts of interest policy" should be implemented that clearly states the procedures to be followed if a board member's personal or financial interests may be advanced by an action of the board. The conflicts of interest policy should require an individual to fully disclose any interest the individual and/or the individual's family has in any entity that does business with the organization and that any change in the information concerning potential conflicts should be provided to the organization immediately. All board members, employees, volunteers and consultants should be given copies of both policies and sign a statement acknowledging that they have read them. In addition to the policy established by the Sub grantee/grantee the following also applies:
 - 1. Conflict of Interest - The Sub grantee/Grantee must be in compliance with the State or Frederick County conflict of interest laws and/or regulations, as applicable to the entity. Sub grantee/Grantee will provide OCF with written conflict of interest policies.
 - 2. Related Party Transactions - Transactions with organizations that are associated with or controlled by the Sub grantee/Grantee must be disclosed. Such transactions may be subject to additional review by OCF to determine the propriety of the transaction, e.g., that fair price was paid for goods or services obtained.

9. Accounting Guidelines

- a. Accounting Policy - Every organization should have procedures to monitor and record assets received, held and expended. These financial controls should be described in an accounting policies and procedures manual. The manual should be reviewed with and

given to all directors and officers, trustees, employees and volunteers. A primary responsibility of directors and officers is to ensure that the organization is accountable for its programs and finances to its contributors, members, the public and government regulators. Each Sub grantee/Grantee is required to have a written accounting manual/policy, a copy of which must be made available to OCF upon request. The guidelines below must be addressed in the written accounting manual/policy.

- b. Budgets – Preparation of an annual income and expense budget and periodic reports – at least quarterly, preferably monthly – comparing actual receipts and expenditures to the budget with timely variance explanations.
- c. Internal Controls – Internal controls are systems of policies and procedures that protect the assets of an organization, create reliable financial reporting, promote compliance with laws and regulations and achieve effective and efficient operations. These systems are not only related to accounting and reporting but also relate to the organization's communication processes, internally and externally, and include procedures for (1) handling funds received and expended by the organization; (2) preparing appropriate and timely financial reporting to board members, officers and the grantor of funds; (3) conducting the annual audit of the organization's financial statements; (4) evaluating staff and programs; (5) maintaining inventory records of real and personal property and their whereabouts; and (6) implementing personnel and conflicts of interest policies.
- c. General Guidelines
 - 1. General Ledger - The function of the General Ledger is to accumulate and classify the transactions posted from the journals. The framework for this system is the chart of accounts. The general ledger accounts are the source of all financial reports used. It is, therefore, critical that the accounting records are properly controlled.

The General Ledger is the starting point for gathering various components of the financial information in complying with financial reporting provisions of the Sub cabinet agreement. The following information will assist in developing the specific financial information required for various OCF reports as well as the overall management of the total organization:
 - a. All amounts in the Report of Final Expenditures and Revenues should agree with the corresponding account balance(s) in the General Ledger. Any differences should be reconciled and retained for future review.
 - b. The OCF programs are to be separately accounted for and identified from other programs by an individual chart of accounts in the General Ledger.
 - c. Ending balances in the subsidiary records (e.g., Accounts Receivable and Accounts Payable) should agree with the balance in the corresponding control account in the General Ledger.
 - d. Specific account balances used in the preparation of various tax returns should be reconciled to the General Ledger.
 - e. General Ledgers should contain adequate cross references to the source(s) so they can be easily identified and traced back to original documentation.
 - f. After all adjustments have been entered into the General Ledger at the end of the County fiscal year (or as otherwise designated), a twelve-month General Ledger should be run. This enables the review of all transactions concerning a single account at the same time, and which should allow any mistakes to be noticed.

- g. At a minimum all activity should be posted to the general ledger monthly.
- c. General Journal Entries - The General Journal is for unusual and annual accounting entries that aren't recorded in the sales and cash receipts and cash disbursements journals. Adjusting entries and closing entries, made at the end of an accounting period, are the most common entries made in the general journal. The general journal is also used to record special transactions that don't get recorded in one of the regular journals.
- d. Cash Management
 - 1. Cash - Internal Control - Includes writing and signing checks or vouchers, and receiving, recording, securing and depositing cash and other receipts. Such procedures should ensure that no single individual is responsible for receiving, recording and depositing funds or writing and signing checks. Division of responsibilities, also known as separation of duties, should be split into the following three functions: 1) authorization; 2) custody of assets; and 3) record keeping functions. Internal Control over cash transactions should also provide assurance that:
 - a. All cash that should have been received was in fact received and recorded promptly and accurately; and
 - b. Cash Disbursements are made only for authorized purposes and are properly recorded.
 - 2. Cash - Receipts - Control should be established over all cash and checks received; deposits should be made in a timely basis and safeguarded until the time of deposit in the entity's bank accounts. Cash receipts should be protected from misappropriation. Physical access to cash receipts and cash receipt records should be limited to authorized personnel; personnel that handle cash should be responsible for the recording of cash receipts. Additionally, cash receipts should be recorded in the appropriate period. The following general guidelines must at a minimum be implemented:
 - a. All Cash Receipts should be recorded daily and properly substantiated with supporting documentation;
 - b. All funds received, generated or earned in OCF's program should be recorded in a separate General Ledger Account designed for OCF programs;
 - c. Maintain cash listing for all receipts;
 - d. All checks received should be restrictively endorsed "for deposit only" immediately upon receipt.
- e. Cash Disbursements - Includes requisitioning, authorizing, verifying, recording and monitoring all expenditures, including payment of invoices, petty cash and other expenditures. Such procedures should ensure that no single individual is permitted to request, authorize, verify and record expenditures. For example, the same person should not be responsible for cash disbursements and bank reconciliation's. These functions should be assigned to different individuals. Disbursements from bank accounts should be made only for valid transactions. The payment of goods and services should be organized to ensure that no unauthorized payments are made, that complete and accurate records are made of each payment, and that payments are recorded in the appropriate period. Additionally, physical access to cash and un-issued checks must be restricted to authorized personnel. The following general guidelines must at a minimum be

implemented:

1. All Cash Disbursements should be substantiated with supporting documentation which include, but are not limited to, invoices, canceled checks, properly prepared time sheets, travel expense form, etc. Vendor Statements by themselves are not considered proper documentation;
2. State and Federal funds are to be used only for the purpose specified in the Sub grantee/Grantee Award. State and Federal funds are not to be used for loans to employees, other programs, etc.;
3. Checks written off or voided that were charged to the OCF program in a prior sub grant/grant period must be charged back to the appropriated account and reported to OCF;
4. All expenditures must be charged to the proper detail budget and the detail line item budget accounts;
5. Form W-9 (Request for Taxpayer Identification and Certification – found at www.irs.gov) should be on file for vendors and independent contractors
- f. Check Signing - The following general guidelines must, at a minimum, be implemented
 1. Checks should have two signatures (for approval) whenever possible. Each person signing the check should review all the supporting documentation;
 2. Checks must be made payable to ~~cash~~ or bearer;
 3. Checks must not be signed blank; and
 4. Bank signature cards must be reviewed and updated at least annually or whenever an authorized signer terminates employment.
- g. Other Cash Disbursement Controls - The following general guidelines must at a minimum be implemented:
 1. Sub grantee/Grantee's monthly statements must be compared with recorded liabilities at the end of each quarter;
 2. Invoice arithmetic and charges must be checked prior to payment. A comparison is also made to purchase orders and receiving tickets prior to payment; and
 3. Pre-numbered purchase orders are used for purchases.
- h. Cash Reconciliation - Adequate steps should be taken to confirm the accuracy of the bank balances shown in the general ledger. All funds should be properly controlled, maintained, and safeguarded. Therefore, at a minimum the following shall be done:
 1. Bank balances, as shown by the bank statements, should be reconciled regularly with the general ledger balance. Monthly bank reconciliations should be performed for each bank account. Someone other than the person responsible for writing or recording checks or responsible for posting cash receipts should perform this reconciliation.
 2. Bank reconciliation's and proposed adjustments to the general ledger cash balances should be reviewed by a party independent of the initial reconciliation; and
 3. Any checks found to be over six (6) months old should be either reissued or written off. If the check(s) from the same sub grant/grant period are written off, the check amount(s) should be debited to cash and credited to the same account charged when the check was issued.
- I. Petty Cash - Petty Cash is the amount of cash on hand available for minor disbursements (maximum of \$250) in accordance with written policy. Under this system cash is disbursed and from time to time restored to its original amount through

reimbursements equal to sums expended. All petty cash transactions should be properly substantiated with supporting documentation in accordance with internal written policy. Wage and salary advances or loans cannot be made from this fund.

- j. Payroll and Fringe Benefits: The establishment of strong internal control over payrolls is particularly important. Although payroll frauds are infrequent today the possibility of large-scale payroll fraud still exists. Such fraud may involve listing fictitious persons on the payroll, overpaying employees, and continuing employees on the payroll after their separation from the company.
 - 1. All payroll disbursements should be properly substantiated with supporting documentation, which includes a properly completed time sheet, in accordance with Sub grantee/Grantee written human resource policy.
 - 2. Salaries from payroll records should reconcile to the amount of salaries charged in the General Ledger. Gross salaries reported to governmental entities on payroll tax returns should reconcile to the General Ledger.
 - 3. Personnel policies, including vacation and sick leave, health insurance and other benefits, evaluations, ordinary and overtime compensation, conflicts of interest and code of ethics, and grievance procedures (including protections for “whistle blowers”) should be in writing and given to all employees prior to hiring, with changes in policies communicated on a regular basis.
- k. Professional and Consultant Fees - The budget usually contains information pertaining to the types of professionals and consultants, rate of compensation, kind(s) of service to be rendered, and any maximum cap for the compensation received by each professional or consultant.
 - 1. All disbursements must be properly substantiated with supporting documentation.
 - 2. A policy forbidding the acceptance of gifts or other ~~gratitude's~~ gratuities by employees from professionals and consultants must be established.
 - 3. The rate of pay and number of hours worked for each type of professional and consultant should not be greater than budgeted and/or contracted for.
 - 4. Determination of the appropriate status of an individual is the sole responsibility of the contracting party. Claims and penalties resulting from improper designation of an employee as an independent contractor or consultant are the responsibility of the contracting party.
 - 5. Officers, employees, and members of the Board of Directors cannot be paid consultants to that organization.
- l. Common Costs - Common Costs, sometimes called shared cost, are costs incurred that benefit more than one program. Common costs could include administration costs, salaries, data processing services, utilities, telephones, office supplies, insurance, accounting and audit fees.
 - 1. The basis of allocation should be consistent for all programs. Reasons for adoption of an allocation method should be documented and available for review by OCF auditors. Inconsistent methodology may result in possible partial or total disallowance of common costs allocated to OCF programs.
 - 2. Common costs should be evaluated at the beginning of each funding period.
- m. Equipment Inventory System - The budget should contain a specific list of equipment that is approved for purchase.

10. Payment

- a. Payments - are generally made on a reimbursement basis. However, payments may be made on a monthly or quarterly schedule if agreed to in writing by OCF.
- b. Advances - Should a sub grantee/grantee be given an advance payment (funding granted in excess of reported expenditures), they are required to earn interest on this advance, report the interest income earned to the LMB, and upon the close of the fiscal year, render the interest income to the LMB. The LMB will deposit this interest income into the Earned Reinvestment account. Separate accounting records will be maintained for Sub cabinet agreement funds. If the sub grantee/grantee can document that the cost of tracking interest earned exceeds the interest to be earned, or if the interest to be earned is immaterial, then this requirement may be waived. Requests to waive this requirement should be made in writing to the Director of OCF.

11. Cost Principles

- a. Background - This subsection establishes cost principles for OCF funding. OCF is afforded broad discretionary authority to target support of Sub grantee/Grantee program costs to promote maximum effectiveness in the service delivery system consistent with LMB objectives.
- b. Adoption of OMB (Office of Management and Budget) Principles - For simplicity, OCF has adopted the cost principles as set forth in OMB Circular A-87- *Cost Principles for State, Local, and Indian Tribal Governments* (for sub grantees/grantees who are unit of government) and OMB Circular A-122 - *Cost Principles for Non-Profit Organizations* (for sub grantees/grantees who are operating as non-profit) for all funds included in the award.
It is the responsibility of the Sub grantee/Grantee to ensure that they are applying the current cost principles of the OMB Circulars referenced above to the current grant period. Copies can be obtained via phone or through the INTERNET as follows:
Phone: (202) 395-7332
INTERNET: <http://www.whitehouse.gov/OMB/circulars>
- c. Reasonableness - As set forth in OMB Circular A-87 *Cost Principles for State, Local and Indian Tribal Governments*, Attachment A.C.2 (for sub grantees/grantees who are units of government and OMB Circular A-122- *Cost Principles for Non-Profit Organizations*, Attachment A.A.3 (for sub grantees/grantees who are operating as non-profits).
- d. Direct Costs - As set forth in OMB Circular A-87 *Cost Principles for State, Local and Indian Tribal Governments*, Attachment A.E (for sub grantees/grantees who are units of government and OMB Circular A-122- *Cost Principles for Non-Profit Organizations*, Attachment A.B (for sub grantees/grantees who are operating as non-profits)
- e. Indirect Costs - As set forth in OMB Circular A-87 *Cost Principles for State, Local and Indian Tribal Governments*, Attachment A.F (for sub grantees/grantees who are units of government and OMB Circular A-122- *Cost Principles for Non-Profit Organizations*, Attachment A.C (for sub grantees/grantees who are operating as non-profits)
- f. Allowable Costs - As set forth in OMB Circular A-87 *Cost Principles for State, Local and Indian Tribal Governments*, Attachment A.B or sub grantees/grantees who are units of government and OMB Circular A-122- *Cost Principles for Non-Profit Organizations*, Attachment A.B (for sub grantees/grantees who are

- g. operating as non-profits
- g. Unallowable Costs - As set forth in OMB Circular A-87 *Cost Principles for State, Local and Indian Tribal Governments*, Attachment A.B or sub grantees/grantees who are units of government and OMB Circular A-122- *Cost Principles for Non-Profit Organizations*, Attachment A.B (for sub grantees/grantees who are operating as non-profits)

12. LMB's Policy on Incentive/Earned Reinvestment Funds

- OCF will submit an annual plan for the expenditure of Incentive/Earned Reinvestment Funds for approval by the Governor's Office for Children. Upon approval, OCF will award these funds as per the LMB Policies and Procedures Manual and based on the Frederick County Government procurement policies.
- OCF will submit an annual report to the Governor's Office for Children on the expenditures of Incentive/Earned Reinvestment Funds.

13. Fiscal Monitoring

- a. The Sub grantee/Grantee agrees that a representative of the BOCC and/or its duly authorized OCF/LMB representatives shall have access to and the right to review any supporting document, including but not limited to all records relating to the operation of the Sub grantee/Grantee's programs funded by OCF, for a period of five (5) years after completion of the Sub grantee/Grantee Award, final payment by OCF, or any applicable statute of limitations, whichever is longer. The allocation method used to assign any actual indirect costs to the Sub grantee/Grantee Award must be documented in detail and made available for review by BOCC/OCF. The Sub grantee/Grantee shall permit BOCC/OCF to make excerpts or transcripts from or photocopies of all such records deemed appropriate. The Sub grantee/Grantee further agrees that the independent CPA firm hired by the Sub grantee/Grantee will allow BOCC/OCF to examine any of the CPA firm's working papers for the review period.

The purpose of the Award review is to give BOCC/OCF assurance that the funds were spent in accordance with the conditions of the Award. The monitoring process entails a review of expenditures and revenues to determine if they are consistent with the approved budget and supported by accurate documentation, in accordance with GAAP and/or the Award. The review will also look into funding maximization of sources other than Maryland State and Local Government. Other objectives of the monitoring process are to ascertain whether there has been compliance with regulations, to identify the causes of significant errors and suggest improvements, to determine whether any unauthorized expenditures occurred, and to follow up on areas of concern from prior reviews. The fiscal monitor establishes amounts due either to or from the Sub grantee/Grantee by comparing funds received with authorized expenditures less allocable revenues. Sub grantees/grantees net profits shall not be more than 2%. The review findings are the basis for making a final settlement of the grant.

The Return, Diversion, CSI-IS, and Family Preservation vendor will use pre-numbered authorization forms (as detailed in the State LMB Manual, Section V, Subsection 170 - Flex Funds) and ensure that Interagency Family Preservation expenses are fully documented. The vendor is responsible for establishing three levels of spending authorization for related purchases.

- b. Overview of the Fiscal Monitoring Process - The monitoring review will at a minimum consist of (but not be limited to) the following:

For sub grantees/grantees that received \$100,000 or more in funding from OCF or for sub grantees/grantees who have had non-compliance issues or problems in implementing the sub grant/grant award, an annual on-site monitoring by OCF and/or the Frederick County Finance office will occur as follows:

1. Notification of Grants Office: Frederick County Grants Office will be notified by OCF 30 days prior to the on-site monitoring.
2. Letter of Intent - Notification of a monitoring review, which discloses the timing, nature, and extent of the review.
3. Entrance Conference - At the Entrance Conference, the monitoring process and appeals rights are explained. The Sub grantee/Grantee is informed that the fiscal monitors are to report all deviations from approved documentation. The Sub grantee/Grantee is further informed that review exceptions or concerns are communicated throughout the review, and that the Sub grantee/Grantee will have the opportunity to respond in writing to all review findings;
4. Fiscal Monitoring - The financial review shall determine whether funds were spent in accordance with the Award. The fiscal monitor reviews expenditures and revenues to determine if they are consistent with the approved budget and supported by documentation in accordance with the Award and GAAP. The review will establish amounts due to OCF or the Sub grantee/Grantee by comparison of budgeted and reported expenditures to revenues. The review findings are the basis for making a final settlement of the sub grant/grant.
The monitoring review will be performed at the Sub grantee's/Grantee's accounting office and/or at the direct care site. The review monitoring team will require office space and access to a photocopier and telephone. The Sub grantee/Grantee shall establish access of information required during the monitoring visit. The typical monitoring review will last one to five hours, depending on the complexity of the Sub grantee's/Grantee's program(s) and accounting records.
5. Exit Conference - After completion of the monitoring review, the monitoring team will present the preliminary findings of the review to the Sub grantee/Grantee. At the exit conference the team leader will again explain the review appeal process.
6. Draft Fiscal Monitoring Summary - The Draft Sub grantee/Grantee Monitoring Summary is issued to the Sub grantee/Grantee with supporting schedules and recommendations to improve internal accounting controls. The report shall be distributed to the Chair or President of the Sub grantee's/Grantee's Board or equivalent and to the Sub grantee's/Grantee's Executive Director or equivalent. The Sub grantee/Grantee shall have 35 days to review the monitoring team's findings. In the event that the Sub grantee/Grantee disagrees with the monitoring summary, the Sub grantee/Grantee shall have the option to submit a written appeal of the findings to the Frederick County Local Management Board.
7. Exit Fiscal Review Conference - After the draft fiscal monitoring summary has been issued the lead fiscal monitor will conduct an exit fiscal review conference. All review exceptions and internal accounting controls recommendations are reviewed with the Sub grantee/Grantee. The Sub grantee/Grantee monitoring summary may be adjusted by an additional documentation the Sub grantee/Grantee may furnish at the Exit Conference.
8. Final Sub grantee/Grantee Monitoring Summary - The Final Sub grantee/Grantee Monitoring Summary may reflect the comments from the Sub grantee/Grantee based on the outcome of the appeals process. The Final Sub grantee/Grantee Monitoring Summary will again be distributed to the same person(s) receiving the Draft Sub grantee/Grantee Monitoring Summary. A copy of the Final Sub grantee/Grantee Monitoring Summary will be forwarded to the Frederick County Grants Office for all on-site monitorings. The Final Sub grantee/Grantee Monitoring Summary

will be issued in the final 35 days after the release of the Final Sub grantee/Grantee Monitoring Summary and the amounts due to OCF or due to the Sub grantee/Grantee shall become payable unless the Sub grantee/Grantee requests in writing, prior to the issuance of the final report, that the review findings be reconsidered. The reconsideration request (appeal) should include the amount at issue and the reasons for the appeal. The appeal should include action taken to keep particular findings from occurring again.

9. Reconsideration of Review Findings - The Sub grantee/Grantee may seek reconsideration by requesting a review of findings to the Frederick County Local Management Director. The LMB Director will review both the Final Sub grantee/Grantee Monitoring Summary and the Sub grantee's/Grantee's response. A ruling is made to allow or disallow the items raised in the Sub grantee's/Grantee's response, either in part or in whole. The Sub grantee/Grantee may appeal the LMB Director's ruling by following the LMB's appeal process outlined in the above Operating Guidelines.
If the Sub grantee/Grantee does not seek further reconsideration it may:
 - a. Accept the decision of the Sub grantee/Grantee Monitoring Team and pay the total amount due; or
 - b. Accept the results of the Sub grantee/Grantee Monitoring Team and request an abatement of the amount due from OCF.
10. Please see Sub Contract and Sub Award Policies and Procedures Attachment A (currently being drafted).

For all OCF sub grantees/grantees, a desk review of fiscal reports will be conducted as follows:

1. OCF will conduct annual, quarterly, and/or monthly reviews of fiscal reports.
2. The reports will be reviewed for accuracy, completeness, and reasonableness.
3. OCF will check to see that all costs are allowable per the sub grant or grant agreement and are allocable to the grant project.
4. The reports will be reviewed to determine if an authorized representative of the Sub grante^s or Grantee's organization has signed each fiscal report submitted to OCF.
5. OCF will check to ensure that the Sub grantee/Grantee is submitting the appropriate fiscal report form (it is the responsibility of the Sub grantee/Grantee to utilize the correct fiscal report form).

E. Planning - The Office for Children and Families is the local planning agency for the interagency service delivery system for children and families in Frederick County.

1. OCF/LMB has an on-going commitment to planning children and family services and has completed the following needs assessment/evaluation projects:
 - a. Community Needs Assessment (1999)
 - b. Five Year Plan for Children, Youth & Families (2000)
 - c. Study of Unsupervised Children & Lack of Quality, Affordable After School Programs; Frederick's Promise Study (2000, Updated 2002)
 - d. Special Medical Services for Children Needs Assessment (2000)
 - e. Senior Citizens Needs Assessment - Partnership with Department of Aging (2001)
 - f. Child Care Needs Assessment (2001)
 - g. Expanded Community Partnership Concept "Network for School Readiness & Success" (2001)
 - h. Maryland Results for Child Well Being Study - Partnership with Hood College (2001)
 - i. Juvenile Delinquency Prevention Plan (2001)

- j. Human Services Reorganization Strategic Planning (2001)
- k. Local Systems Description Report - Child Abuse & Neglect Study (2001)
- L. Youth Strategies Consolidated Grant (2002)
- m. Strategic Action Plan for Expanded Community Partnership (2002)
- n. Strategic Planning for Safe & Stable Families (2002/2003)
- o. Even Start Evaluation (2003)

OCF/LMB will continue to update or conduct additional assessment projects as needed for the local children and family service delivery system.

- 2. The Frederick County Local Management Board develops, implements, and updates the Frederick County Five Year Strategic Plan for Children, Youth and Families.
- 3. Identify Resources - the Office for Children and Families has developed resources with the following funding sources and remains committed to identify additional resources currently and in the future: State of Maryland, Local Government (Jurisdictional and Municipal), Private Foundations, Donations, and Private Businesses.

F. Public Awareness

- 1. The Office for Children and Families will administer the activities of the LMB's Advocacy and Public Relations Subcommittee which include:
 - a. Command Public and Legislative Attention and Support
 - b. Coordinate and Provide Training
 - c. Engage Private Sector Commitment
 - d. Promote Public Awareness of Existing Services
 - e. Emphasize Monitoring and Collaboration
 - f. Shift Focus to Prevention/Early Intervention

III. State of Maryland's Eight Child Well-Being Results:

Babies Born Healthy

1. The rate of deaths occurring to infants under 1 year of age.
2. The percent of babies born at low birth weight (weighing less than 2500 grams) and very low birth weight (weighing less than 100 grams).
3. The rate of births to adolescents less than 18 years of age.

Healthy Children

1. The percent of children fully immunized by age two.
2. The rate of child injuries that require hospitalization.
3. The rate of child fatalities.
4. The percent of public high school students who report using alcohol, tobacco, or illegal drugs.

Children Successful in School

1. The percent of children who are absent more than 20 days from school annually.
2. The percentage of students in 3rd, 5th, and 8th grades scoring at the satisfactory or excellent level in six content areas in the Maryland School Performance Program.
3. The percent of 11th grade students demonstrating basic skills by passing the four Maryland Functional Tests.

Children Completing School

1. The percent of students in grades 9 through 12 who drop out from school in a year.
2. The percent of high school graduates who complete minimum course requirements needed to enter the University of Maryland, career and technology education program requirements, or who complete both.
3. The percent of persons over 25 years of age without a high school diploma or equivalent.
4. The percent of children with Serious Emotional Disturbances (SED) who graduate from or complete high school.

Children Safe in Their Families and Communities

1. The rate of child abuse or neglect investigations ruled as indicated or unsubstantiated.
2. The rate of injury-related deaths to children.
3. The rate of arrests of youth ages 10-17 for violent crimes.
4. The rate of arrests of youth ages 10-17 for serious non-violent offenses.
5. The rate of clients receiving domestic violence services through community based programs funded by the Department of Human Resources.

Stable and Economically Self-Sufficient Families

1. The percent of children under 18 whose families have incomes below the poverty level.
2. The percent of single parent households.
3. The percent of children in foster care who enter into a permanent care status.
4. Rate of children placed in out of home care.
5. Rate of homeless adults and children served by programs funded by the Department of Human Resources.

Children Enter School Ready to Learn

1. Number of children entering Kindergarten that attended preschool (public or private) (State should begin to collect this data).

2. Number of children enrolled in Early Intervention Programs (i.e. Head Start, Infant and Toddlers Program).
3. Number of low-income children in Head Start of Pre-Kindergarten programs.

Communities Which Support Family Life

1. The Outreach Workgroup recommended that each Local Management Board develop its own capacity measures due to the difficulty in defining and operationally measuring specific indicators on a statewide basis.

IV. Programs/Services Administered or Funded by the LMB

Local Coordinating Council (LCC): A group consisting of various agency representatives to review a child's need for residential placement and/or plan for alternative community-based services.

Eligibility - a child who is at risk of residential placement and/or needs a plan for alternative community-based services.

Length of Service - will vary from child to child and the level of need.

Definition of Target Population - youth at risk of residential placement.

Implementation of Service, Referral Process and Oversight - public child serving agencies make referrals to the Director of the Office for Children and Families who is also the Chair of the Local Coordinating Council to review the child's need for residential placement at regularly scheduled monthly meetings.

Evaluation and Outcome Measures - OCF keeps an updated list of LCC placements.

Funding - OCF administers LCC activities utilizing existing administrative funding.

Data Definitions and Timelines - LCC monitors placements to keep children in the most appropriate and least restrictive environments, annual reviews of residential placements are required by the State of Maryland.

Safe and Stable Families: A community-driven service to preserve families provided by Frederick Families FIRST. Program Component Includes: Female Involvement, Responsible Fatherhood, Teen Support Groups and Family Enrichment Program.

Eligibility – females 12 years or older for female support group, fathers or expectant fathers for the Responsible Father's Program.

Length of Service – voluntary.

Definition of Target Population – Women's group is geared toward females in need of support to accomplish their professional goals and provide support to their children. Father's group is for fathers in need of developing and maintaining skills to provide emotional financial support to their children.

Implementation of Service, Referral Process and Oversight – Individuals contact the Frederick Families First office for details.

Evaluation and Outcome Measures – Evaluate report that highlights program accomplishments and statistics.

Funding – Safe and Stable Families Grant through Maryland State Department of Human Resources

Data Definitions and Timelines – OCF receives quarterly reports from FFF and monitors FFF through quarterly site visits.

Healthy Families Frederick: A program to support first time parents in Frederick County. Services include:

assessment, information, referral, and home visiting to help families nurture healthy child development.

Eligibility – expectant or new parents who are identified with significant risk factors that could lead them to abuse and neglect their children.

Length of Service – up to five years.

Definition of Target Population – parents at risk of possibly abusing or neglecting their children.

Implementation of Service, Referral Process and Oversight – HFF screens families and, with the assistance of partnerships with various agencies, the families are assessed and offered a unique home visitation service that promotes positive parenting, improves child health and development, links families to community resources, prevents child abuse and neglect and ultimately promotes family self-sufficiency.

Evaluation and Outcome Measures – OCF submits evaluation plan, which shows the indicators and strategies in place to help meet goals.

Funding – State of Maryland Children’s Cabinet Fund

Data Definitions and Timelines – Measurable objectives compiled annually; can vary depending upon objective.

Interagency Family Preservation: An interagency program to prevent children from being placed out-of-home.

Eligibility – Way Station screens families to determine if they are appropriate for program (must be at risk of out-of-home placement).

Length of Service – short-term (usually up to six weeks)

Definition of Target Population – families in need of help to preserve family.

Implementation of Service, Referral Process and Oversight – Way Station admits families into Family Preservation Program and provides case management.

Evaluation and Outcome Measures – Contract with Way Station to monitor children’s results in program to reduce out of home placements.

Funding – State of Maryland Children’s Cabinet Fund

Data Definitions and Timelines – OCF and other partner agencies evaluate cases to determine if goal of children not needing an out of home placement within one year of referral of services is achieved.

Community Services Initiative: A program to return or divert children from residential or institutional care.

Eligibility – children at risk of out-of-home placement who could be diverted from an out-of-state or in-state placement, children inappropriately placed in an in-state RTC, or children who could be returned from an out-of-state or in-state RTC.

Length of Service – two years.

Definition of Target Population – children who could be returned from an out-of –state or in-state RTC, children who could be diverted from an out-of-state or in-state RTC and children inappropriately placed in an in-state RTC

Implementation of Service, Referral Process and Oversight – Children are approved by the Local Coordinating Council and referred to LMB and Governor’s Office for Children (GOC) for funding approval and Way Station for case management

Evaluation and Outcome Measures – OCF and Way Station keep updated database of children in Return/Diversion program.

Funding Source – State of Maryland Children’s Cabinet Fund.

Data Definitions and Timelines – Youth will be in the least restrictive environment at 6 months, 12 months, 18 months or 24 months. Children are reviewed annually.

Youth Strategies: A program to provide proven and effective prevention and early intervention programs to juveniles. Programs include: Multi-Systemic Therapy.

Eligibility – varies depending upon program.

Length of Services – each fiscal year funded.

Definition of Target Population – 0-18 years of age.

Implementation of Service, Referral Process and Oversight – OCF receives reports, which are evaluated from various agencies/partners depending on the program.

Evaluation and Outcome Measures – include MST Goals and Guidelines.

Funding Source – Governor’s Office of Crime Control and Prevention

Data Definitions and Timelines - OCF evaluates quarterly reports and updates annual statistics.

Frederick After School Program: A program to provide after school opportunities to children in local middle schools.

Eligibility – any middle school student at identified middle schools

Length of Services – up to three years.

Definition of Target Population – middle school at-risk youth in need of activities after school.

Implementation of Service, Referral Process and Oversight - Parents or youth contact the school children attend for more information and to sign up. Students can be referred through school counselors, SRO’s, CASS, school staff and IEP process.

Evaluation and Outcome Measures – OCF monitors and evaluates program

Funding Source – State of Maryland Children’s Cabinet for Children, Youth and Families Fund

Data Definitions and Timelines – OCF evaluates monthly reports from after school vendors and produces annual report evaluating changes.

ICAPPP/GCAP: Programs to prevent teen pregnancy and provide assistance to pregnant teens or teen parents in Frederick County.

Eligibility – teens and parents in Frederick County.

Length of Services –varies.

Definition of Target Population – teens and their parents.

Implementation of Services, Referral Process and Oversight – Frederick County Public Schools holds community chats where teens and parents learn about and practice effective communication skills.

Evaluation and Outcome Measures – OCF monitors the increasing percentage of participants in chats.

Funding Source – State of Maryland Children’s Cabinet Fund

Data Definitions and Timelines – OCF updates database of teen pregnancies per year and maintains four community chats annually.

Child Advocacy Center (CAC): A child-friendly facility designed, staffed and equipped to provide comprehensive and coordinated multidisciplinary services to child abuse victims and their families.

Eligibility – child must be referred from the Department of Social Services (DSS) or a Law Enforcement Agency.

Length of Services – short-term.

Definition of Target Population – child who is a victim of physical or sexual abuse.

Implementation of Services, Referral Process and Oversight- CAC receive referrals and provide prevention, intervention and treatment to abused children and non-offending family members.

Evaluation and Outcome Measures – CAC keeps database on victims on child abuse.

Funding Source– County Government, National Children’s Alliance (NCA), Victims of Crime Acts (VOCA) Grant, City of Frederick, Private Donations, Law Enforcement Grant.

Data Definitions and Timelines – Continually update database of children served. Annually update outcome baselines to determine if goals are being met.

Resource Development Enhancement Fund (RDEF): A program to assist localities to increase resources for children and families. Targets delinquency prevention, teen pregnancy prevention and prevention of out-of-home placements.

Expanded Community Partnership Agreement (ECPA):

- E-CARE: a flexible fund to be utilized to expand and support local childcare
- Community Agency School Services (CASS) Expansion: an enhancement of the local school-linked interagency social services program including: hiring a CASS Supervisor to increase direct clinical services of CASS Coordinators in the field; increasing staff by hiring additional outstationed social workers.
- Office for Children and Families (OCF) Expansion: an enhancement of the research and evaluation component of OCF and fiscal management capabilities.

Earned Reinvestment Fund: Funding that is earned through the LMB's efficient management and cost savings and is reinvested in local child delivery system. Funding is used for small grant proposals that are one-time only such as the Head Start playground and other LMB initiatives.

Family Friendly Business Public Relations (PR) Campaign: a campaign to increase local businesses support of family friendly practices in the workplace resulting in Frederick Magazine Publishing the Top Ten Family Friendly Business in Frederick County on an annual basis.

Eligibility – any business in Frederick County with a staff of 20 or more.

Length of Service – Five-year campaign.

Definition of Target Population – businesses, parents and employees in Frederick County.

Implementation of Service, Referral Process and Oversight – Businesses receive annual survey to complete and return to OCF. OCF keeps database of businesses.

Evaluation and Outcome Measures – OCF evaluates survey results and determines winners based on Family Friendly criteria.

Funding Source – State of Maryland Children's Cabinet Fund

Data Definitions and Timelines – OCF mails survey annually and compiles results within three months of mailing. OCF partners with Frederick Magazine for article to be written and published in January.

V. Roles and Responsibilities of Subcommittees

A. Data Collaborative Subcommittee

This Subcommittee conducts the activities of the Outcomes/Program Evaluation of the Frederick County Office for children and Families Local Management Board (LMB).

Responsibilities/Duties:

1. Reports to the LMB's monthly meetings.
2. Guides Subcommittee Chair in formulating recommendations in the areas of outcomes/program evaluation to the LMB.
3. The Subcommittee will collaborate with the Service Development/Evaluation Manager in identifying outcomes for Frederick County's Children and Families and in identifying program evaluation needs.
4. Assists in recommending action in the following areas to the LMB:
 - a) creating a vision for local government in achieving results for children and families;
 - b) making decisions on standards, goals and priorities;
 - c) determining service delivery needs;
 - d) approving grants; reviewing outcomes;
 - e) contracting for services;
 - f) conducting county-wide needs assessment;
 - g) developing and updating a five year plan to be updated annually;
 - h) identifying resources for children and families;
 - i) planning/developing new services;
 - j) eliminating duplication of services.
5. Assist Subcommittee Chair in implementing tasks/projects/activities in the above areas assigned by the LMB.
6. In collaboration with the Chairperson of the LMB and the Director of the Office for Children and Families, ensure that the outcomes in the yearly Memorandum of Understanding are accomplished.

B. Advocacy/Public Relations Subcommittee

Office This Subcommittee conducts the activities of the Advocacy/Public Relations of the Frederick County
for Children and Families Local Management Board (LMB).

Responsibilities/Duties:

1. Reports to the LMB's monthly meetings.
2. Guides Subcommittee Chair in formulating recommendations in the areas of advocacy/public relations to the LMB.
3. Assists Subcommittee Chair in identifying needs in the areas of advocacy and public relations.
4. Assists in recommending action in the following areas to the LMB:
 - a) commanding public and legislative attention and support;
 - b) coordinating and providing training;
 - c) engage private sector commitment;
 - d) promote public awareness of existing services;
 - e) emphasize monitoring and collaboration;
 - f) focus on prevention/early intervention.
5. Assist Subcommittee Chair in implementing tasks/projects/activities in the above areas assigned by the LMB.
6. In collaboration with the Chairperson of the LMB and the Director of the Office for Children and Families, ensure that the "Public Awareness" activities in the yearly Memorandum of Understanding are accomplished.

C. Nominating/Membership Subcommittee

This Subcommittee conducts the activities of the Nominating/Membership Subcommittee of the Frederick County Office for Children and Families Local Management Board (LMB).

Responsibilities/Duties:

1. Reports to the LMB's monthly meetings.
2. Guides Subcommittee Chair in formulating recommendations in nominating candidates for open positions on the LMB and other membership issues on an as needed basis.
3. Assists Subcommittee Chair in identifying needs in the area of membership.
4. Assist in recommending action on membership issues.
5. Assist Subcommittee Chair in implementing tasks/projects/activities in the area of membership as assigned by the LMB.

D. Resource Development Subcommittee

This Subcommittee will provide guidance and advice on the Resource Development of the Frederick County Office for Children and Families (OCF) and the Local Management Board (LMB).

Responsibilities/Duties:

1. Reports to the LMB's monthly meetings.
2. Guides the Resource Development Subcommittee Chair in formulating recommendations in the areas of pooling resources, development of new funding sources, clearinghouse opportunities, and discussing results-based budgeting/funding to the LMB.
3. The Resource Development Subcommittee will collaborate with OCF's Fiscal Manager in identifying fiscal outcomes and in identifying and addressing any fiscal evaluation/monitoring issues.
4. Assists in recommending action in the following areas to the LMB:
 - a) Managing funding received from the local, state or federal government or other source
 - b) Submitting a child and family budget to local and state government
 - c) Pursuing development of additional funding
 - d) Assist fiscal agent in allocation of resources (i.e. serve as ad hoc grants selection committee)
5. Assist Resource Development Subcommittee Chair in implementing tasks/projects/activities in the above areas assigned by the LMB.
6. In collaboration with the Chairperson of the LMB and the Director of the Office for Children and Families, ensure that fiscal management adheres to requirements outlined in the State of Maryland Local Management Board Manual.

E. Local Coordinating Council (LCC) Subcommittee

This subcommittee reviews a child's need for residential placement and/or plan alternative community-based services.

Responsibilities/Duties:

1. Accept placement referrals from the agencies represented on the LCC;
2. Decide what type of placement is needed by the child with a disability referred for placement;
3. Provide an interagency plan of care for children with disabilities who need residential placements;
4. Submit recommended plans of care to the State Coordinating Council (SCC); and
5. Assist the agency primarily responsible for a child's care in implementing and monitoring residential placements.
6. Review Community Service Initiative cases and approve for service.
7. Review children in RTC placements at least annually.
8. Manage the entry of local data into the Children's Cabinet Information System (SCYFIS).

LCCs must review every child with a disability at risk of, or to be referred to, an out-of-state placement, whether into a residential center or a less restrictive placement. For in-state placements, LCCs need only to review those children at risk of, or referred to, an in-state residential center. The LCC does not need to review a case if the child is covered by Medicaid (Medical Assistance) or the individual's with disabilities education is under the Individual's with Disabilities Education Act (IDEA).

The LCC may also provide a forum for resolving interagency disputes concerning children with disabilities. Additionally, the LCC may agree to accept referrals of children with disabilities who need interagency planning even if the child does not require residential placement. The decision to accept these referrals is left to each LCC.

When agreed upon by the LMB, the LMB Chairperson or LMB Director may assign additional responsibilities to the LCC as needed to ensure the outcomes in the yearly Memorandum of Understanding (Expanded Community Partnership Agreement) are accomplished.

F. Child Advocacy Center Executive Board

This subcommittee advises the Child Advocacy Center (CAC) Manager, Office for Children and Families (OCF) staff and the Local Management Board on accomplishing the mission of the CAC as follows: “The Child Advocacy Center (CAC) of Frederick County is a child-friendly facility designed, staffed and equipped to provide comprehensive and coordinated multidisciplinary services to child abuse victims and their families.”

Responsibilities/Duties:

1. The CAC Executive Board shall develop and implement policies and procedures for the operation of the CAC upon approval of the LMB/OCF, including the following:
 - a) The method of assigning support staff to and from the CAC;
 - b) The manner in which, upon dissolution of CAC, any surplus investigative funds or equipment are to be returned in proportion to the contributions made by the participating agencies;
 - c) Assist with the establishment of strict accountability for all funds and the manner in which accounting reports are to be submitted to the respective agencies
 - d) Any other necessary and proper matters agreed upon by the participating member agencies; and
 - e) Policies, protocols, and procedures for the investigations conducted by the CAC team members that are not in conflict with the member agency’s existing policies, protocols and procedure
2. The CAC Executive Board will provide assistance and guidance to the CAC Manager in areas of legislative advocacy, resource development, data collection, and other administrative services as needed.
3. Each member agency on the Executive Board shall be responsible for educating the staffs of their respective agencies about activities, policies, and resource needs of the CAC.
4. Each of the member agencies represented at the CAC shall each have one (1) vote on matters which come before the CAC Executive Board. In order to have a quorum, a representative from each of the three (3) disciplines – prosecution, law enforcement, and child protection – must be present. It is agreed upon that the decisions of the team are mandatory with respect to the operations of the CAC and will be binding on the individual agencies to the extent that those decisions do not conflict with the individual agency’s policies or procedures.
5. In collaboration with the Chairperson of the LMB and the Director of OCF, the CAC Executive Board will ensure that the “Child Advocacy Center” activities in the yearly Memorandum of Understanding (Expanded Community Partnership) with the State are accomplished.

G. Interagency Early Childhood Subcommittee

This subcommittee conducts the activities of the Interagency Early Childhood Committee (IECC) of the Frederick County Office for Children and Families Local Management Board whose mission is to promote healthy development and well being of young children and their families through community collaboration.

Responsibilities/Duties:

1. Reports to the LMB's monthly meetings
2. Addresses issues that affect Frederick County's families with children from birth to five years old.
3. Promote a central clearinghouse of information on early childhood services for the community.
4. Provide a networking forum for professionals to share needs and resources.
5. Advocate for young children and their families.
6. The subcommittee will work collaboratively with the Early Intervention Evaluation Specialist in identifying needs and meeting the goals of the 5 Year Plan.

H. Juvenile Delinquency Prevention Policy Board

This subcommittee conducts the activities of the Juvenile Delinquency Prevention Policy Board of the Frederick County Office for Children and Families Local Management Board (LMB).

Responsibilities/Duties:

1. Reports to the LMB's monthly meetings.
2. Guides Subcommittee Chair in formulating recommendations in the area of juvenile delinquency prevention and carrying out the Juvenile Delinquency Prevention Plan.
3. The Subcommittee will collaborate with the Local Management Board in identifying plans, programs and outcomes for the prevention of juvenile delinquency in Frederick County.
4. The Subcommittee will form other work groups as necessary to deal with specific issues such as youth returning to the community and the issue of disproportionate minority representation after care.
5. Oversees and makes recommendations regarding strategies under the Consolidated Youth Strategies Grant.
6. The Subcommittee will ensure broad collaboration and representation on the subcommittee and work groups.

VI. REFERENCES

1. LMB Policies and Procedures Manual
2. Maryland Annotated Code
3. Guidelines for Subrecipient Monitoring
4. Interagency Monitoring Program Tool (Carroll County)
5. Frederick County LMB Evaluation Subcommittee Protocols
6. Frederick County Sexual Harassment Policies
7. Frederick County Software, Internet, E-mail, and Telephone Policies
8. The Federal Executive Order regarding Limited English
9. The State Information Privacy Bill (Senate Bill 199)
10. The Public Information Act
11. The Frederick County Personnel Rules
12. The Frederick County Drug Testing Policy
13. The Frederick County Purchasing Rules and Regulations

